



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

July 3, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

## **FACILITY LOCATION SELECTION APPROVE POLICY REVISION (ALL DISTRICTS) (3 VOTES)**

### **SUBJECT**

The recommended actions will revise the County's existing Facility Location Selection Policy to broaden the criteria and analytical process utilized in the development of facility location recommendations to provide the Board with clearer, better balanced, and more consistent facility location recommendations.

### **IT IS RECOMMENDED THAT THE BOARD:**

Approve the Revised Facility Location Selection Policy and Process, as described herein, and to be managed by the Chief Executive Office.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The County's current Facility Location Selection Policy (Policy) was adopted by the Board of Supervisors in 1998 and assigns priority to aligning the location of County facilities with programmatic service areas/populations and long-term cost efficiency. On September 7, 2010, the Board directed the Chief Executive Office (CEO) to draft revisions to the current Policy to include consideration of proximity to a central business district, economic development potential, access to public transportation and affordable housing, and existing buildings.

Board of Supervisors  
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In response to the Board's direction, the CEO has reviewed the facility location policies of the Federal and State government, and the City of Los Angeles has prepared revised criteria and process for the preparation and presentation of facility location recommendations for consideration by the Board of Supervisors.

It is intended that the proposed revisions to the Policy will apply to new General Fund leases and new capital construction projects. The Revised Policy will be administered by the CEO.

### **Current Location Selection Policy**

Under the County's current Policy, priority is placed on centralized locations for central service departments, proximity of regional service departments to service areas/populations, and the co-location of departments that serve overlapping service populations. Access to public transportation is an important factor, although it is not explicitly stated in the current Policy. Finally, priority is also placed on one-time acquisition and construction costs, ongoing operational costs, and long-term cost mitigation opportunities.

The primary goals underlying the facility location policies utilized by the Federal and State governments, and the City of Los Angeles vary slightly based upon the nature and breadth of their functional and operational perspectives. The Federal government, for instance, primarily focuses on the development and redevelopment of the nation's cities and assigns priorities to the conservation of resources and improvement of social, economic, environmental, and cultural conditions of urban communities. The Federal policy also stresses conformity with State and local development objectives, as well as a preference for centralized business areas.

The State's facility location policy is designed to support sound growth patterns in the State's local jurisdictions by minimizing the impact of State-owned assets through utilization of existing State-owned assets, improving accessibility, and reducing environmental impacts. The City of Los Angeles has placed a priority on consolidating departments that provide city-wide services in the Civic Center, and those that serve specific regions or communities at its regional and community centers. Such a consolidation is intended to support the conservation of existing urban infrastructure and resources.

All three entities support their primary goals by placing further emphasis on consideration of the potential impact on a region's or community's social, economic, historic, and cultural fabric; the availability of affordable housing for its employees; and accessibility to public transportation.

The current location selection criteria of the Federal, State, and City governments, as well as the County, are summarized in the following table.

Selection Criteria	Federal	California	City of L.A.	County
Central Business Area	❖	❖	❖	
Proximity to Specified Service Area			❖	❖
Economic Development Potential	❖	❖	❖	
Accessibility to Public Transportation	❖	❖	❖	
Availability of Affordable Housing for Employees	❖	❖	❖	
Reuse of Historic Buildings	❖	❖	❖	
Availability of Existing Buildings	❖	❖	❖	
Consistency with Local Land Use Plans	❖	❖		
Cost		❖		❖

### **Revised Selection Criteria and Process**

The Revised Policy redefines the categories of service functions, yet continues to give priority to aligning service functions with client populations. Other factors that contribute to the analysis of potential facility locations, however, would be expanded to include criteria that are also considered by the Federal government, State of California, and City of Los Angeles.

Consideration of these additional factors, or "Location Selection Criteria", is intended to enhance the analysis of potential facility locations and provide the County Board of Supervisors with greater clarity and consistency in its decision-making process. It should also provide a more comprehensive and better balanced perspective of a facility's ability to service a targeted area, its compatibility with local communities, and the fiscal costs. The proposed criteria and analytical process would be applied on a facility-by-facility basis and is outlined below.

#### **a. Establish service function categories**

- Central general government functions: e.g., Executive Officer, Board of Supervisors, CEO, Auditor-Controller, County Counsel, Human Resources, and Chief Information Office.
- Countywide general government service functions: e.g., Assessor, Internal Services, Regional Planning, Registrar-Recorder/County Clerk, and Treasurer and Tax Collector.

- Regional and local public service functions: e.g., Agricultural Commissioner/Weights and Measures, Animal Care and Control, Beaches and Harbors, Children and Family Services, Community and Senior Services, Chief Medical Examiner-Coroner, District Attorney, Fire, Health, Mental Health, Military and Veterans Affairs, Museum of Art, Museum of Natural History, Parks and Recreation, Probation, Public Defender, Public Health, Public Library, Public Social Services, Public Works, and Sheriff.

- b. Determine service area(s) for each department.
- c. Apply Location Selection Criteria to service area data:
  - Need for proximity to service area and population.
  - Need for proximity to existing County facilities.
  - Need for proximity to Los Angeles Civic Center.
  - Economic development potential.
  - Proximity to public transportation.
  - Availability of affordable housing for County employees.
  - Use of historic buildings.
  - Availability and compatibility of existing buildings.
  - Compatibility with local land use plans.
  - Estimated acquisition/construction and ongoing operational costs.
- d. Analyze results and identify location alternatives.
- e. Determine benefits and drawbacks of each alternative based upon functional needs, service area, cost, and other Location Selection Criteria.
- f. Formulate location recommendations to Board of Supervisors for final location selection decision.

This Revised Policy and Process will be implemented immediately upon approval by the Board.

### **Implementation of Strategic Plan Goals**

The recommended actions will support the Board-approved County Strategic Plan Goals of Operational Effectiveness (Goal 1) by maximizing the effectiveness of process, structure, and operations to support timely delivery of customer-oriented and efficient public service.

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### **FISCAL IMPACT/FINANCING**

Approval of the Revised Policy and Process is intended to decrease long-term operational costs by enhancing service support and optimizing operational efficiencies. There will be no short-term impact on the General Fund fiscal position.

### **ENVIRONMENTAL DOCUMENTATION**

The Revised Policy is not a project under the California Environmental Quality Act (CEQA) because it is an activity that is excluded from the definition of a project by Section 15378(b) of the State CEQA Guidelines. The proposed actions are administrative activities of government that will not result in direct or indirect physical changes to the environment.

### **IMPACT ON CURRENT SERVICES OR PROJECTS**

The recommended actions will not have an adverse impact on County services or projects.

### **CONCLUSION**

Please return one adopted copy of this Board letter to the Chief Executive Office, Capital Projects Division.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:RLR  
DJT:cvb

c: Executive Office, Board of Supervisors  
County Counsel